The Virginia National Guard Equal Opportunity Program

EO Program

Managing Diversity

Consideration of Others

Prevention of Sexual Harassment

JFHQ EEO SECTION

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- EEO Assistant
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The Equal Opportunity Program
Army

- Background - President Truman - Executive Order 9981 dated 26 July 1948.

  Integrated the Armed Forces
- Women's Armed Services Integration Act
- Viet Nam , 1960's

The Equal Opportunity Program

- 1960-1970 DRRI
- 1970’s - MACOM EO Staff
- 1980’s - DEOMI
- 1990’s Military Reductions in the Force
- 2000 and Beyond

Regulations Pertaining to EO

- AR 600-20 Army Command Policy
- NGR (AR) 600-21 Equal Opportunity (EO) Program in the Army National Guard
- AR 600-23 Non-Discrimination in Federally Assisted Programs
- NGR 600-22 National Guard Military Discrimination Complaint System

The Equal Opportunity Program

Proacti
ve

The VaARNG promotes the concept that equal opportunity means **opportunity for all soldiers who are culturally and ethnically different from one another to realize their full potential** in the guard; as opposed to a reactive program - one that puts out fires or reacts to problems

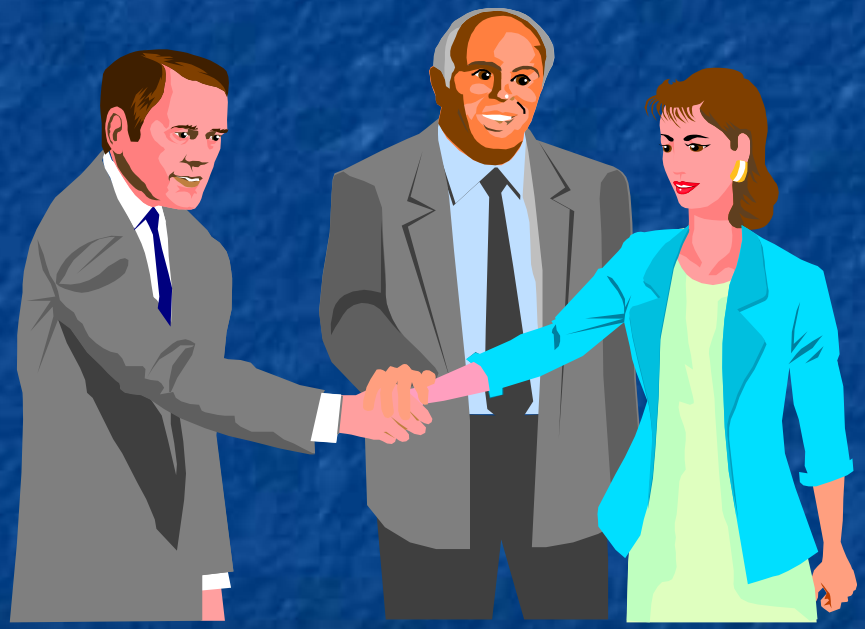
The VaARNG's EO Program is designed to :

- Build teamwork, harmony and esprit de corps
- Ensure fair treatment of all soldiers
- Ensure immediate corrective action for infractions of Equal Opportunity Policy

Components of EO Program

- Strong command support and leader commitment
- Clearly stated policy
- Periodic EO training
- Effective and responsive complaint system
- Frequent Climate Assessments
- Evenhanded enforcement of sanctions

Cultural Diversity Issues



- Attributes of Culture
  - Language
  - Values
  - Beliefs
  - Patterns of Thinking
  - Customary Behaviors
  - Melting Pot vs. Salad Bowl Theories

What is Diversity?

- Diversity is the fact or quality of being different.
- It is a classification of human characteristics related to personal and biological traits.

HOW WE PERCEIVE OTHERS

POSITIVE??? + Like us

NEGATIVE??? + Not like us

Workplace Diversity By 2010
(per 100 workers)

- 10 will be immigrants
- 16 will be U.S.- born Hispanics, African Americans or other people of color
- 42 will be women (including 12 women of color)
- 32 will be U.S.-born white men

Army Workplace Diversity

The Army is probably the largest and most diverse organization in the country with an ethnic and racial makeup most reflective of American Society

Valuing Diversity

- Leaders should change command culture
- Share leadership and organization vision
- Increase commitment to understand and cooperate with diversity in soldiers
- Allow soldier participation in decision-making and problem-solving

Goals of Equal Opportunity and Diversity

- Both create a climate for soldiers to grow and reach their full potential
- Both strive for maximum potential of soldiers within the organization
- Both create an enhanced working environment through the elimination of barriers
- Both develop an awareness and sensitivity to issues of diversity affecting organization

Making Diversity Work

- Manage prejudice and stereotypes
- Improve the communication process
- Manage conflicts
- Establish common experiences

Equal Opportunity and Readiness

- Individual Soldier - individual trust
- Unit - esprit de corps, unit cohesion

What You Are Is What You Were When....

- *You as a National Guardsman/Technician in 2007 are a composite of all your socialization experiences from birth to the present: family, friends, school, TV, places lived, military experience, etc. All play a part of who you are.*

Barriers to Cross-Cultural Interactions

- Racism - any attitude or action by an individual, group, or institution to subordinate another person or group because of skin color

Barriers (continued)

- Sexism - based on an attitude of superiority or inferiority because of gender differences
- an attitude or behavior that fosters stereotypes of social roles based on gender differences
- belief that the differences between genders allow members of one gender rights and privileges not extended to the other gender

PREJUDICE

- Negative attitude or feeling based on faulty and inflexible generalizations
- unfavorable feeling/thought formed beforehand without reason or thought

- Preconceived opinion which is favorable or unfavorable towards certain groups
- has attitude and emotional components
- contains behavior associated with acting out the prejudice

ACTING OUT PREJUDICE

- Disparaging Terms
- Avoidance
- Discrimination
- Physical attacks
- Extermination or Genocide

Who should survive?

Practical Exercise

SEXUAL HARASSMENT

TRUE OR FALSE

TRUE OR FALSE

- Sexual harassment can only occur in the work place.
- Women can not be guilty of sexual harassment.
- Only those in leadership positions can initiate sexual harassment.
- Touching other individuals should be avoided.

TRUE OR FALSE

- As long as you don’t say anything sexually suggestive to someone, or physically touch them, it is all right to look at them all you want.
- You keep sexually explicit pictures in your space at work and someone complains about them. If you do not remove them, you could be guilty of sexual harassment.

ANSWERS Q1 & Q2

- (F) Sexual harassment can take place anywhere. It is wrong no matter where it occurs.
- (F) Women can harass men. If a person uses sex to create a hostile environment, it is sexual harassment.

ANSWER Q3

- (F) It is true that sexual harassment is often initiated by those in a position of power. However, it can also be initiated by peers and other persons not in your chain of command and can lead to a hostile environment.

ANSWER Q4

- (T) Unnecessary touching should be avoided.

ANSWER Q5

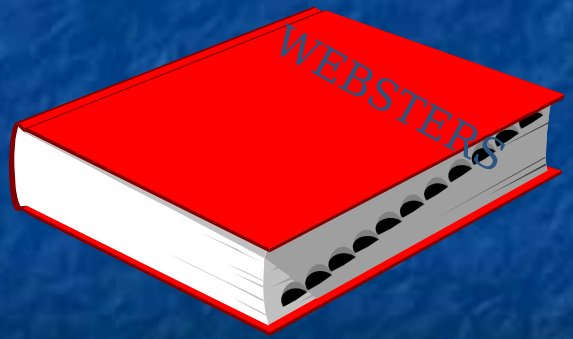
- (F) One look says a thousand words. It is possible to make someone feel very uncomfortable by just leering at them. A leer filled with unwanted sexual advances can be just as upsetting as a suggestive comment or unwanted touch.

ANSWER Q6

- (T) Sexually explicit material can create a hostile environment for others. If your fellow workers are offended by the material, it is considered a form of sexual harassment.

HARASS

TO ANNOY OR TORMENT REPEATEDLY AND PERSISTENTLY



WEBSTER'S II DICTIONARY

SEXUAL HARASSMENT

"SEXUAL HARASSMENT IS NOT COMPLICA
TO DEFINE. TO HARASS SOMEONE IS TO BOTHER HIM OR HER. SEXUAL HARASSMEN IS BOTHERING SOMEONE IN A SEXUAL WAY

Ellen Bravo
The 9 to 5 Guide to
Combating Sexual Harassment

SEXUAL HARASSMENT (AR 600-20)

**UNWELCOME SEXUAL ADVANCES, REQUE
FOR SEXUAL FAVORS, AND OTHER VERBA
OR PHYSICAL CONDUCT** OF A SEXUAL NAT
CONSTITUTES SEXUAL HARASSMENT WH

(1) SUBMISSION TO OR REJECTION OF SUCH CONDUCT IS MADE EITHER EXPLICITLY OR IMPLICITLY A TERM OR CONDITION OF AN INDIVIDUAL'S JOB, PAY, OR CAREER, OR

(2) SUBMISSION OR REJECTION OF CONDUCT BY AN INDIVIDUAL IS USED AS THE BASIS FOR EMPLOYMENT DECISIONS AFFECTING SUCH INDIVIDUAL; OR

(3) SUCH CONDUCT HAS THE PURPOSE OR EFFECT OF UNREASONABLY INTERFERING WITH AN INDIVIDUAL'S WORK PERFORMANCE OR CREATING AN INTIMIDATING, HOSTILE, OR OFFENSIVE WORKING ENVIRONMENT.

CATEGORIES OF SEXUAL HARASSMENT

QUID
PRO
QUO

TERM OR CONDITION OF EMPLOYMENT
EMPLOYMENT DECISION

HOSTILE WORK ENVIRONMENT

DISRUPTIVE/OFFENSIVE WORK ENVIRONMENT

QUID PRO QUO HARASSMENT (THIS FOR THAT)

PROMISES OF: CAREER ADVANCEMENT
PROMOTION
BENEFITS

EXAMPLE "IF YOU HAVE SEX WITH ME, YOU'
GET A RAISE"

RESULT - THIRD PARTIES PERCEIVE SEXUAL
FAVORITISM INSTEAD OF SEXUAL
HARASSMENT

HOSTILE ENVIRONMENT HARASSMENT

UNWELCOME BEHAVIOR THAT IS SEVERE
PERVASIVE AND UNREASONABLY INTERFE
WITH A PERSON'S WORKING CONDITIONS

NOT BLATANT ACTS OF QUID PRO QUO, BU
"GRAY AREAS"

- **SEXUALLY ORIENTED CARTOONS/PICTU**
- **SEXUALLY EXPLICIT JOKES/ATTITUDES/ OPINIONS**
- **DEROGATORY "FEMININE" TERMS FOR UNSATISFACTORY "MALE" PERFORMAN**

CONSEQUENCES/IMPACT ON ORGANIZATION

- MISTRUST
- FRUSTRATION
- INCREASED ABSENTEEISM
- RECRUITING AND RETENTION PROBLEM
- LOSS OF PRODUCTIVITY
- AFFECTS THE LEVEL OF MISSION ACCOMPLISHMENT
- LEGAL CONSEQUENCES (PUNITI & COMPENSATORY)

CONSEQUENCES/IMPACT ON VICTIM

- **INTERFERES WITH WORK PERFORMAN**
- **UNREASONABLE STRESS**
- **HIGH DEGREE OF FEAR AND ANXIETY**
- **UNDERMINE TEAMWORK AND MORALE**
- **LOSE JOB**
- **DEMOTED**

COPING MECHANISMS USED BY VICTIM
DENIAL
RATIONALIZATION
AVOIDANCE

CONSEQUENCES/IMPACT ON MILITARY PERSONNEL

VERBAL REPRIMAND → COURTS MARTIAL

- UNSOLICITED AND UNWELCOME SEXUAL CONTAC
  UCMJ - ARTICLES 120, 128, 134

- ENGAGES IN SEXUAL HARASSMENT TO DETRIMEN HIS/HER JOB PERFORMANCE
  UCMJ - ARTICLE 92

- OBSERVES SEXUAL HARASSMENT AND NEITHER ST NOR REPORTS IT
  UCMJ - ARTICLE 77

- MAKING SEXUAL COMMENTS/GESTURES
  UCMJ - ARTICLE 89, 91, 117

WHAT TO DO IF YOU ARE SEXUALLY HARASSED

(1) CONFRONT THE HARASSER
(2) GET THIRD PARTY INTERVENTI
(3) REPORT SEXUAL HARASSMENT
(4) SELF ASSERTIVE BEHAVIOR (FIGHT BACK)
(5) SEEK ASSISTANCE OF SUPPORT PERSON
(6) KEEP RECORDS

Remember: RESPECT

- **R**esolve conflicts at the lowest level
- **E**xplore options to improve relationships
- **S**ensitize yourself & your subordinates
- **P**romote positive human relations
- **E**liminate unacceptable behavior
- **C**onsider organization & employee needs
- **T**each non-discrimination & EO skills by example

“Considerations of Others” Program

Definition of Consideration

- “Those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one’s own behavior on them;
- being supportive of and fair with others.”

Goal of “Consideration of Others” Program:

Make soldiers aware of the impact of their behavior on others and how interaction among people affects readiness;

therefore,

“Consideration of Others” can be viewed as a concept, a readiness issue, a leadership quality, or a basic philosophy.

No meritorious act of a subordinate should escape his attention, even if the reward be only one word of approval.

Adm John Paul Jones, 1775

Army Core Values

- Commitment
- Candor
- Courage
- Competence

Additional Army Core Value

Compassion

- basic respect for the dignity of each individual;
- the personification of the Golden Rule "treat others as you want them to treat you"

FM 100-1 (June 1994)

Broad Perspective of Civility

- Harassment
- Insensitivity
- Prejudice
- Verbal Abuse
- Discrimination
- Offensive Behavior
- Basic Thoughtlessness

Distinct Aspects of this Program

- Enforcement
- Education
- Ownership

Enforcement

- Policy

  Commanders formulate and disseminate the policy
- Command Emphasis - Lead by Example

  CIimate Assessment Observances

  HR Forums Action Plans

  EO Councils Sensing Sessions
- Incidents of Infraction

  Investigation Actions Taken Results

Education

This is a process which provides active learning in the areas of Equal Opportunity, Prevention of Sexual Harassment, Managing Diversity, etc.

Education Model

- Active Learning - small group discussions
- Trained Facilitator - Equal Opportunity Representative
  - Subject Knowledge
  - Facilitation Skills
  - Provides Feedback to Commander

Benefits of Small Group Discussions

- Provides forum for soldiers to articulate their opinions, attitudes, and beliefs
- Increases awareness of what is offensive
- Facilitates surfacing of organizational concerns
- Establishes a forum for listening
- Provides opportunity to set the record straight (policy, actions taken)

Role of Small Group Leader - EOR

- Prepares for Group
- Introduces topic for discussion
- Discussion - content and process tasks
- Generalizes from group to unit
- Reporting and follow-up

Ownership

Ownership is realized when the combination of policy, command emphasis, education, and group solidarity mesh causing soldiers to internalize the core values.

OBSERVANCES

Jan	Feb	Mar	Apr	May	Aug	Sep/ Oct	Nov
3rd Mon	Month	Month	Week	Month	26th	15th-15th	Month
Martin Luther King Day	Black History Month	Women's History Month	Days of Remem-brance Week of Yom Hashoah	Asian Heritage Month	Women's Equality Day	Hispanic Heritage Month	Native American Heritage Month

KEY ASPECTS OF OWNERSHIP

EMPOWERMENT ACCOUNTABILITY

OWNERSHIP

INSTITUTIONALIZE

The unfailing formula for production of morale is patriotism, self-respect, discipline, and self-confidence within a military unit, joined with fair treatment and merited appreciation from without....It will quickly wither and die if soldiers come to believe themselves the victims of indifference or injustice on the part of their government, or of ignorance, personal ambition, or ineptitude on the part of their leaders....

Gen Douglas MacArthur

In Summary

- Leaders have a moral obligation to foster a positive command climate, eliminate all forms of harassment and discrimination, and develop a culture that causes people to treat each other with respect and dignity.
- If you strive to manage diversity, and implement a “Considerations of Others” Program, you will, as a leader, be providing all soldiers with equal opportunities.

Questions